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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR**  
**THIRD YEAR, FIRST SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 8<sup>th</sup> August, 2024  
Time: 8.30am – 10.30am

**KHR 2301 WORKING ENVIRONMENT**

**INSTRUCTIONS TO CANDIDATES**

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**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

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**QUESTION ONE (30 MARKS)**

Read the case study below and answer questions A to F.

**TRANSFORMING THE WORKPLACE AT SWANGA FISHERIES LTD**

Swanga Fisheries Ltd, a mid-sized fish processing company, had always prided itself on being a great place to work. However, over the past year, something changed. The company saw a worrying increase in employee turnover and a noticeable decline in productivity. Concerned about these trends, the management team decided to take a closer look at what was happening in their workplace. During the review, several critical issues came to light. Employees often complained of eye strain and headaches, making it hard to focus on their work. The office often felt too hot or too cold, and poor ventilation left many employees feeling unwell. The open-plan office, though designed to encourage collaboration, was too noisy, making it difficult for employees to concentrate. Employees felt overwhelmed by unrealistic deadlines and excessive workloads, leading to high stress and burnout. Many employees felt that their efforts went unrecognized and that they lacked support from their managers. New hires found it challenging to integrate into the company's culture, feeling excluded and unsupported. Poor communication channels led to misunderstandings and a lack of transparency.

Many workstations were poorly designed, resulting in physical strain and injuries. There were no clear emergency evacuation procedures or regular safety drills, leaving employees feeling unsafe. Insufficient health coverage and wellness programs led to dissatisfaction among employees. The lack of flexible work options negatively impacted employees' work-life balance. Employees had no effective way to provide feedback to management while critical information often didn't reach the right employees promptly. In addition, there were perceptions of favoritism and unfair treatment, along with a lack of transparency in decision-making processes. Determined to turn things around, Swanga Fisheries Ltd implemented a comprehensive program to improve the working environment. The key interventions included Upgrading Lighting and Ventilation. Better lighting systems were installed, and ventilation was improved to ensure a comfortable work environment. Noise-reducing materials were added and designated quiet zones were created to help employees focus.

Workshops were introduced to help employees manage stress and workload more effectively and Managers received training in supportive leadership and recognition practices to boost employee morale. All workstations were redesigned to meet ergonomic standards, reducing physical strain and injuries, a mix of open spaces and private rooms was created to accommodate different types of work and preferences, and regular safety training sessions and emergency drills were conducted to ensure everyone knew what to do in case of an emergency. Regular assessments were carried out to maintain ergonomic standards. Comprehensive health and wellness programs were introduced to support employees' physical and mental health, and flexible work hours and remote work opportunities were provided to help employees achieve a better work-life balance. Effective feedback mechanisms were established to give employees a voice in the organization, and clear Communication Channels were introduced to help improve transparency and understanding within the company.

Policies and procedures were implemented to ensure fair treatment for all employees and efforts were made to ensure transparency in all decision-making processes, rebuilding trust within the organization. As a result of the above interventions, employee job satisfaction increased by 40%, thanks to a better working environment and enhanced welfare programs. Productivity improved by 30%, as reduced stress and better workspace design allowed employees to work more effectively. Reported safety incidents decreased by 50%, following the introduction of robust safety measures, and employee Turnover reduced by 35%, indicating higher job satisfaction and engagement.

- a) Identify any three environmental issues at Swanga Fisheries Ltd, and how they impacted employee's health. (6 marks)
- b) Explain how the open-plan office design contributed to the challenges faced by employees at Swanga Fisheries Ltd. (4 marks)
- c) Examine the role of management practices in the decline of employee morale at Swanga Fisheries Ltd. (4 marks)
- d) Discuss any three specific steps Swanga Fisheries Ltd took to improve industrial safety, and what were the results of these interventions. (6 marks)
- e) In what ways did Swanga Fisheries Ltd enhance employee welfare and what were the outcomes of these enhancements. (5 marks)
- f) Discuss how improving communication channels and implementing ethical principles contributed to resolving issues at Swanga Fisheries Ltd. (5 marks)

## **QUESTION TWO (20 MARKS)**

- a) Using examples, discuss the factors that influence employee satisfaction and productivity in modern organizations. (6 marks)
- b) Examine the impact of organizational culture elements on the working environment and employee engagement in modern organizations. (8 marks)
- c) Using examples, explain the effects of stress on employee health and performance in an organizational setting. Provide examples. (6 marks)

### **QUESTION THREE (20 MARKS)**

- a) The design of a workspace significantly influences both the health and productivity of its occupants. Examine the influence of workspace design on employee health and productivity in modern organizations. (8 marks)
- b) Using expels analyze how effective communication contributes to organizational success. (6 marks)
- c) Using relevant examples discuss the measures organizations can implement to protect employees against health hazards in the workplace. (6 marks)

### **QUESTION FOUR (20 MARKS)**

- a) Equity and inclusion are key to promoting an inclusive working environment in any organization. Using examples examine the most effective strategies an organization can use to promote equity and inclusion in the workplace. (8 marks)
- b) Evaluate the ethical principles that can influence effective decision-making and behavior in the workplace. (6 marks)
- c) For a successful safety program, safety education and training are necessary for all the personnel in an organization. As a safety trainer highlight the contents of your training program to the HR manager. (6 marks)

### **QUESTION FIVE (20 MARKS)**

- a) The general policy statement is a declaration of the intention of the employer to safeguard the health and safety of employees in the working environment. Describe the content of the general policy statement on health and safety. (8 marks)
- b) To be able to provide employees with adequate welfare services, employers may formulate welfare policies. Outline six key areas where such policies would be necessary. (6 marks)
- c) Discuss considerations that are essential for developing effective action plans to create and sustain positive working environments within organizations. (6 marks)